JOEL I. SHALOWITZ, M.D., M.B.A., FACP

Curriculum Vita
September, 2012

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EXPERIENCE

1987 - Present **KELLOGG SCHOOL OF MANAGEMENT**
NORTHWESTERN UNIVERSITY
Evanston, Illinois

Clinical Professor of Health Enterprise Management and Director of Program in Health Industry Management, Kellogg School of Management. Responsibilities include:

- Overseeing program administration
- Teaching MBA students (*Healthcare Systems* and *International Healthcare Systems)*
- Counseling students on course work and career planning
- Designing and conducting specialized executive educational programs for healthcare companies, organizations and institutions
- Teaching the required health administration course for M.P.H students and Healthcare Quality and Safety Master's Program students, both at the Feinberg School of Medicine.

Particular areas of study are international healthcare systems, cultural determinants of the structure of healthcare systems, quality assessment, managed care and ambulatory care management.

1983 - Present **THE MEDICAL CARE GROUP, LTD.**
Skokie, Illinois

Co-Founder, President and managing partner of a twenty physician primary care provider group. The practice has five locations and physicians are on the staffs of five hospitals in the north and northwest Chicago suburbs. The group forms the core of an IPA that has several hundred physicians (including two academic medical centers) and numerous managed care contracts. Responsibilities include practice management and negotiating and managing managed care contracts (including quality improvement, utilization management and claims adjudication). Practiced internal medicine 1983-2004.

1983 - 1986 **PROFESSIONAL HOME HEALTH CARE, INC.**
Evergreen Park, Illinois

Medical Director. Reviewed quality of ongoing care. Initiated and oversaw development of new programs including intravenous therapies (antibiotics, hyperalimentation and blood), respiratory care and postnatal discharge. Prepared, with executive director, proposals for joint ventures with hospitals. Secured contracts with largest hospital system in Chicago area.

1982 - 1983 **NORTH SUBURBAN CLINIC**
Skokie, Illinois

Physician. Practiced internal medicine in a multispecialty group setting. Started and managed Immediate Care Center, including feasibility study, physician recruitment and training, integration into a multispecialty group, and quality assessment.

1981 - 1983 **INTERGROUP PREPAID HEALTH SERVICES, INC.**
(Division of CNA Insurance Company)
Chicago, Illinois

Associate Medical Director. Analyzed and adjudicated claims, developed criteria for claims review and managed quality assurance and utilization review programs. Plan was the first network model HMO in the United States.

1980 - 1982 **FLASHNER MEDICAL PARTNERSHIP**
Mt. Prospect, Illinois

Physician. Practiced emergency medicine in free standing emergency centers.

1975, Summer **RHODE ISLAND GROUP HEALTH ASSOCIATION**
Providence, Rhode Island

Administrative Assistant. Contributed to HMO qualification data, including hospital length of stay analysis.

ACADEMIC APPOINTMENTS

Clinical Professor, Health Enterprise Management, Kellogg School of Management, Northwestern University.

Professor of Preventive Medicine, Department of Preventive Medicine, Northwestern University Feinberg School of Medicine.

Visiting Professor, Schulich School of Business, York University, Toronto, Canada: Teaches International Healthcare Systems course to MBA students. 2004-Present

Visiting Professor, Keio University Medical School, Tokyo, Japan. 2007

Visiting Professor, SciencesPo. Paris, France. 2008

Visiting Professor, Scuola Superiore Sant'Ana, Pisa, Italy. 2011

Senior Fellow, ETLA, the Research Institute of the Finnish Economy 2012- present

EDUCATION

1980 - 1982 **KELLOGG SCHOOL OF MANAGEMENT, NORTHWESTERN UNIVERSITY**
Evanston, Illinois
Master of Business Administration degree (M.B.A.) with distinction. Concentrations in finance, management information systems and health industry management. Honors: Beta Gamma Sigma.

1977 - 1980 **NORTHWESTERN UNIVERSITY GRADUATE SCHOOL OF MEDICINE** Chicago, Illinois
Intern and resident in internal medicine at Evanston Hospital.

1973 - 1977 **BROWN UNIVERSITY SCHOOL OF MEDICINE**
Providence, Rhode Island
Doctor of Medicine degree. Member, Admissions Committee of Medical Education Program. President, Brown University Chapter, American Medical Student Association. Honors: Sigma Xi.

1971 - 1974 **BROWN UNIVERSITY**
Providence, Rhode Island
Bachelor of Science in Biology.

AWARDS and HONORS

Fellow, American College of Physicians

Beta Gamma Sigma

Sigma Xi

2004- Fulbright Scholar, Schulich Business School, York University, Toronto, Canada

2007- Fulbright Senior Specialist, Visiting Professor, Keio University, Tokyo, Japan

2011- Fulbright Senior Specialist, Visiting Professor, Scuola Superiore Sant'Ana, Pisa, Italy

BOOKS

Raine Hermans, Morton Kamien, Martti Kulvik, Alicia Löffler, and Joel Shalowitz: Medical Innovation and Government Intervention. Taloustieto Oy Publisher. ©2009

Philip Kotler, Joel Shalowitz and Robert J. Stevens: Strategic Marketing for Health Care Organizations. Jossey-Bass Publisher. © 2008.

BOOK CHAPTERS AND ARTICLES

Shalowitz, J:
Complex Health Care Markets (Chapter 8). In: Commercializing Life Science Innovations: Rethinking the Business Model. Northwestern University Press © 2011

Choi, YJ and Shalowitz, J:
Major Growth [Factors] of Korean Pharmaceutical Expenditure. *Journal of the Korean Society of Health Information and Health Statistics* 36: 15-24, 2011

Shalowitz, J:
Implementing Successful Quality Outcome Programs in Ambulatory Care: Key Questions and Recommendations. *Journal of Ambulatory Care Management*. Vol. 33, No. 2, pp. 117–123, 2010.

Shalowitz, J:
Is it time to eliminate consultation codes? An analysis of impact and rationale. *Archives of Internal Medicine* 2010; 170(1):14-17.

Kulvik, M; Linnosmaa, I; Shalowitz, J; and Hermans, R:
Promoting Efficient Treatment: New Technology and Health Care Costs. In: Medical Innovation and Government Intervention Taloustieto Oy Publisher. ©2009 pp. 274-316.

Shalowitz, J:
Blueprint for Understanding Complex Health Care Systems. In: Medical Innovation and Government Intervention Taloustieto Oy Publisher. ©2009 pp. 29-60.

Shalowitz, J:
"Healthcare: The Universal Question." Healthcare in America, *The Management Report. Semiannual report to National executives of Blue Cross/Blue Shield*. Winter 2008, pp. 18-20.

Shalowitz, J:
"Financing Chronic Care Seminar: Chronic vs. Acute Care, Introduction and Macro View" Monograph published by the Society of Actuaries, pp. 1-8, 2005.

Shalowitz, J:
"Diverse Circumstances Require Diverse [Management] Styles," Commentary in *Healthcare Papers,* Vol. 4*, pp*. 64-68, 2003.

Shalowitz, J:
"Policy Challenges" In: The Twenty First Century Healthcare Leader, Jossey Bass Publishers, pp. 39-50, 1999.

Shalowitz, J:
"The Health Care System and Medicine - Current States" In: Search of Physician Leadership, Health Administration Press, pp. 15-38, 1998.

Shalowitz, J:
"The Management Challenge" In: MD/MBA: Physicians on the New Frontier of Medical Management, American College of Healthcare Executives, pp.7-16, June, 1998.

Shalowitz, MU, Shalowitz, J:
"Pediatric Undernutrition and Managed Health Care." In: Pediatric Undernutrition Failure to Thrive in Young Children: A Transdisciplinary Approach pp. 295-302, Paul Brookes Publishing, 1998.

Shalowitz, J:
"Doctors Who Run With the MBAs" *Today's Internist*, pp. 37-38, July/August, 1997.

Shalowitz, J:
"Decide to Delegate" *Unique Opportunities* pp. 30-35, July/August 1996.

Shalowitz, J:
"Practicing in Medicare Managed Care," *The Internist* 37: 13-15, July-August 1996.

Shalowitz, J., Nutter, D., and Snarr, J:
"Medicine and Management: A Combined Educational Program" *Journal of Health Administration Education* 14:305-313, Summer, 1996.

Shalowitz, J:
"The Future of Pathology Practice in the United States," *Archives of Pathology* 119:600-601, July, 1995.

Shalowitz, J:
"Total Quality Management at Motorola: A Successful Blueprint for Manufacturing and Service Organizations," *The Journal of Health Administration Education* 13:15-23, 1995.

Shalowitz, J:
"Physician Office-Based Information Systems for Managed Care Plans," *Managed Care Quarterly* 1(3):54-62, 1993.

Shalowitz, J:
"Reimbursement Trends in Clinical Oncology: Payment and Quality Issues," *Cancer Investigation* 7:277-282, 1989.

Shalowitz, J:
"Gallstone Emesis," *American Journal of Gastroenterology* 84:334-336, 1989.

Shalowitz, J. and Shortell, S. M:
"The Emerging Roles of Physicians in Health Care Systems," in The Emerging Roles of Physicians in Health Care Systems, 1988, American Hospital Association, pp. 29-54.

Shalowitz, J:
"Computerized Billing Systems - A Cost Benefit Analysis," *Medical Management*, 1:2-3, 1988.

Shalowitz, J., Cassidy, C., and Anders, C.B:
"Parotid Metastasis of Small Cell Carcinoma of the Lung Causing Facial Nerve Paralysis," *Journal of Oral and Maxillofac. Surg*., 46:404-406, 1988.

Shalowitz, J:
"Marketing Home Health Care to Health Maintenance Organizations," *Journal of Ambulatory Care Marketing*, 1:91-99, 1987.

Shalowitz, J:
"How to Recover What FACC's May be Taking Away Today," *Group Practice Journal*, 34:34-40, 1985.

Shalowitz, J:
"Losing Your Memory, Byte By Byte?" *Computers and Medicine*, 14:4-5, 1985.

Shalowitz, M., Pollack, B. and Shalowitz, J:
"HMO Income: What It Takes to Make It," *Group Practice Journal*, 32:27-32, 1983.

Shalowitz, J:
"Hospitals and Other Health Facilities," In: Health and Medical Horizons, 1983. Macmillan Publishing Co., New York, NY, 1983, pp. 262-265.

Shalowitz, J. and Shalowitz, M:
"Use of a Data Base System for HMO Management," In: Proceedings of MEDCOMP '82, First IEEE International Conference on Medical Computer Science. Computer Society Press, 1982, pp. 154-157.

Shalowitz, J:
"The Role of HMO's in Occupational Health," Hearings before U.S. Senate Subcommittee on Labor and Public Welfare, Providence, Rhode Island, U.S. Government Printing Office, 1976, pp. 488-491; 575-580.

LECTURES AND PRESENTATIONS:

October 15, 2012: The Public versus Private Debate: North American Healthcare Systems, at the Society of Actuaries 2012 Annual Meeting, National Harbor, MD

September 24, 2012: Healthcare Policy. Society of Critical Care Medicine conference on Post ICU Syndrome. Mt. Prospect, IL.

September 20, 2012: Healthcare Fraud Awareness Symposium (Sponsored by CMS). Panel moderator on State of Illinois Fraud Prevention. Chicago, IL.

September 7, 2012: Pay for Performance in Healthcare. : ETLA (The Research Institute of the Finnish Economy). Helsinki, Finland

September 7, 2012: Technology Assessment- Strategies to Control Medical Costs. Tekes (The Finnish Funding Agency for Technology and Innovation). Helsinki, Finland

September 3, 2012: Healthcare trendsetting in the US. At conference: Survival or performance? Healthcare viewed through organizing, information management, and personnel. Helsinki, Finland.

September 3, 2012: Information technology- Lessons from the U.S. At conference: Survival or performance? Healthcare viewed through organizing, information management, and personnel. Helsinki, Finland.

June 12, 2012: Medical School for Actuaries: Diabetes. At the Annual Health Section Meeting, Society of Actuaries. New Orleans, LA.

April 4, 2012: Provider Perspectives on Fraud and Abuse. At the national summit on healthcare fraud and abuse sponsored by CMS. Chicago, IL.

March 8, 2012: Physicians adapting to new realities. HFMA Managed Care Meeting. Chicago, IL.

November 30, 2011: Influence of Culture on Formation of International Healthcare Systems. Scuola Superiore Sant'Ana, Pisa, Italy

November 22, 2011: Quality Assessment in Healthcare Organizations. Scuola Superiore Sant'Ana, Pisa, Italy

November 16, 2011: Strategic Tradeoffs in Healthcare Services. Scuola Superiore Sant'Ana, Pisa, Italy

October 18, 2011: Fundamental Issues with Health Insurance - Does Health Care Reform Address Them? Provider Perspectives. Society of Actuaries Annual Meeting. Chicago, IL.

September 6, 2011: Healthcare Reform and Its Effect on Physicians. Kishwaukee Community Hospital. DeKalb, IL

August 15, 2011: "Delivering Stakeholder Value," Keynote address at annual HFMA Mississippi Chapter meeting, Philadelphia, MS.

June 15-16, 2011: “Medical School for Actuaries.” Discussed diabetes, asthma, congestive heart failure and low back pain. Presented at the Annual health Meeting, Society of Actuaries, Boston, MA.

June 14, 2011: Provider Payment Reform: Implications for Physicians. Presented at the Annual health Meeting, Society of Actuaries, Boston, MA.

May 3, June 10, August 2, September 16, September 23, 2011: Healthcare Reform and Its Effect on Physicians. For the Illinois State Medical Society in (respectively) Elgin Effingham, Springfield, Chicago, and Collinsville, IL

November 10, 2010: “Medical School for Actuaries.” Discussed diabetes and asthma. New Orleans, LA.

June 4, 2010: A framework for teaching about international healthcare systems. Annual Association of University Programs in Health Administration meeting. Portland, Oregon.

June 3, 2010: Teaching Entrepreneurship, presentation and panel discussion. Annual Association of University Programs in Health Administration meeting. Portland, Oregon.

February 18, 2010: A Critique of Current Health Reform Proposals. Healthcare Financial Management Association Managed Care 2010 Meeting. Chicago, IL

October 28, 2009: Healthcare Marketing: Generational Differences. Society of Actuaries Annual Meeting, Health Section keynote. Boston, MA

October 27, 2009: Wellness: Wiseness or Weirdness? (Does it really have an ROI?)
A clinical perspective. Society of Actuaries Annual Meeting. Boston, MA

September 11, 2009: Understanding Complex Healthcare Systems - Focus on Cultural Dimensions. At: Medical Innovation and Governmental Interventions of Public Health in Finland and USA. Helsinki, Finland

September 11, 2009: Evaluating Healthcare Quality - a Strategy to Add Value to Technology. At: Medical Innovation and Governmental Interventions of Public Health in Finland and USA. Helsinki, Finland

September 9, 2009: Will Reform Cure the U.S. Healthcare System? At: Helsinki University Central Hospital. Helsinki, Finland

September 8, 2009: Will Reform Cure the U.S. Healthcare System? At: ETLA (The Research Institute of the Finnish Economy). Helsinki, Finland

September 7, 2009: Understanding Complex Healthcare. At: Tekes (The Finnish Funding Agency for Technology and Innovation). Helsinki, Finland

June 10, 2009: Specialty pharmaceuticals: Controlling cost and delivering stakeholder value. Society of Actuaries Annual Healthcare Meeting. Toronto, Canada.

June 8, 2009: E-Prescribing, A Provider Perspective. Society of Actuaries Annual Healthcare Meeting. Toronto, Canada.
April 16, 2009: Moderated panel on Medical Tourism in Turkey for Turkish Consulate, Chicago, IL

October 22, 2008: Prospects for healthcare change. Society of Actuaries Healthcare Section keynote address. Orlando, Florida.

September 23, 2008: U.S. Election and prospects for healthcare reform. SciencesPo. Paris, France.

June 6, 2008: Teaching Innovation and Entrepreneurship in the healthcare Sector. AUPHA Annual Meeting. Washington, D.C.

May 29, 2008: Outpatient Surgery. At: Annual Healthcare Meeting, Society of Actuaries, Los Angeles, California.

May 13, 2008: Customer driven Healthcare. At: ETLA, The Research Institute of the Finnish Economy. Helsinki, Finland.

May 13, 2008: Internal and External Marketing. Helsinki University Central Hospital. Helsinki, Finland.

May 9, 2008: Customer Driven Healthcare. At: Tekes, The Finnish Funding Agency for Technology and Innovation. Helsinki, Finland.

May 7, 2008: 1) Customer Driven Healthcare and 2) Trends in the Global Healthcare Market. Department of Health Policy and Management University of Kuopio, Kuopio, Finland

January 16, 2008: Speaker and panel moderator at CIGNA stakeholder conference on trends in employer sponsored health insurance. Chicago, IL

December 19, 2007: Next Generation Medical Products, Systems, and Services: Change and Trends in the Global Medical Sector. Samuel Neaman Institute, Technion, Haifa, Israel

November 13, 2007: International Perspectives of Healthcare Systems- Lessons from abroad. Metropolitan Chicago Healthcare Council annual meeting. Arlington Heights, Illinois.

August 1, 2007: Pay for Performance: Opportunities and obstacles to implementation. Medical Grand Rounds at Illinois Masonic Medical Center. Chicago, Illinois.

June 15, 2007: When a Drug Goes Generic. Society of Actuaries Annual Healthcare Meeting. Seattle, Washington.

June 14, 2007: Information Systems Update. Society of Actuaries Annual Healthcare Meeting. Seattle, Washington.

June 13, 2007: The Role of Private Insurance in Publicly Funded Systems. Society of Actuaries Annual Healthcare Meeting. Seattle, Washington.

May 25, 2007: International Perspectives on Pay for Performance (P4P): Opportunities and obstacles to implementation. Kyoto University, Department of Economics. Kyoto, Japan.

May 24, 2007: Developing Business Competencies in Hospital Management Education. Osaka University, Department of Economics. Osaka, Japan.

May 19, 2007: The Geriatric Exam. Keio University, Healthcare Management Program. Tokyo, Japan.

May 17, 2007: Cost Behavior and Financial Analysis. Keio University Medical School. Tokyo, Japan.

May 17, 2007: Quality Management in Healthcare Organizations. Keio University Medical School. Tokyo, Japan

March 20, 2007: Developing business competencies in hospital management education. Conference sponsored by Japanese Ministry of Enterprise, Trade and Industry. Tokyo, Japan

December 18, 2006: International Perspectives on Pay for Performance: Opportunities and obstacles to implementation. Reconati School of Management, Tel Aviv University, Tel Aviv, Israel.

November 16, 2006: Crossing the Quality Chasm: Delivering Better Health Care. At the conference: Recovery and Reform: Improving Health Care in Louisiana sponsored by the Louisiana Association of Health Plans. New Orleans, Louisiana
October 18, 2006: Medicare Payments to Physicians: Origins, Current Status and Policy Implications. Annual Meeting, Society of Actuaries. Chicago, IL

June 21, 2006: Provider Contracting; Contract Renegotiations; and Metrics and Outside Impacts on Contracts (3 separate presentations). Society of Actuaries Spring Meeting, Miami, Florida.

June 9, 2006 – presentation on “U.S. and Canadian Healthcare: Mutual Myths and Cultural Differences” at Evanston Northwestern Healthcare Medical Grand Rounds, Evanston, IL.

January 25, 2006 – “Where Do We Go from Here? New Ideas and Initiatives in Health Care” at a mini-conference sponsored by the Center for International and Comparative Studies at Northwestern University, Evanston, IL.

November 2-3, 2005 – “Pharmaceutical Marketing in Canada: Essential Topics in Business Development” seminar at York University. Toronto, Canada.

June 23, 2005- presentation on “Integrating Business Curriculum in Health Administration Education Program” at AUPHA (Association of University Programs in Health Administration) Meeting in Boston, MA.

June 16, 2005- presentation on: “Problems and Challenges in Chronic Diseases: International Perspectives” Keynote address at Financing Chronic Care Seminar, Society of Actuaries Health/Pension Meeting in New Orleans, LA

May 18-19, 2005 – presentation at Pharmaceutical & Biopharmaceutical Commercialization: Essential Topics in Business Development Conference at York University in Canada.
May 5, 2005- presentation on “International issues on Ageing and Long Term Care.” Institute for Health Services Research and Policy Studies, Northwestern University, Chicago IL

January 28, 2005 – presentation on “The History of Canadian Health Care” at “Canadian Health Care Facts, Not Fiction” Seminar sponsored by the Canadian consulate of Chicago at Northwestern Memorial Hospital, Chicago, Illinois.

December 15, 2004 – presentation on “Culture and International Healthcare Systems: Principles, Lessons and Examples for the U.S.” for ENH Research Institute and the Institute for Policy Research, Northwestern University, Evanston, IL.

December 6, 7, 2004 – taught 2-day program for Hong Kong Hospital Authority at the University of Science and Technology, Hong Kong, Peoples Republic of China. The subjects: international and corporate culture, cultural assessment of the hospital authority, principles and framework for insurance companies, and managed care principles.

November 19, 2004 – presentation on “Standards of Care, Managed Care” for the Healthcare Providers Association, Oak Brook, IL

November 2, 2004 – presentation on “Quality and Hospital Standards,” for York University, in Toronto, Canada

November 1, 2004 – presentation on “U.S. and Canadian Healthcare Customs: Mutual Myths” for York University in Toronto, Canada

May 25, 2004 – presentation on “Should the U. S. be Allowed to Import Pharmaceuticals from Canada?” At the city-wide rheumatology grand rounds, Hospital for Sick Children, Toronto, Canada

May 19, 2004 – presentation on “Should the U.S. be Allowed to Import Pharmaceuticals from Canada?” for the Dept. of Medicine, St. Michael’s Hospital, Univ. of Toronto, Canada
October 26, 2003 – presentation on “Perspectives on International Healthcare Systems,” at the Society of Actuaries Meeting in Orlando, Florida.

September 10, 2003 - Moderator for panel at Pfizer’s Managed Healthcare Advisory Board Meeting at the Hyatt Regency in Minneapolis, Minnesota.

September 10, 2002 – Moderator for *HealthLeaders CEO* Roundtable: Tackling the Top Issues at the Sutton Place Hotel, Chicago, Illinois

March 1, 2002 – presentation on “Future Trends in Healthcare” for the Board of the Society of Critical Care Medicine in Chicago, Illinois.

October 8, 2001 – presentation on “Current Policy and Reimbursement Trends – How They Will Affect Academic Medical Practices and Ambulatory Care” for the annual meeting of The Association of Managers of Gynecology and Obstetrics in Chicago, Illinois.

November 2, 2000 – keynote address on “Present and Future Trends in Managed Care” for the annual Illinois CPA Society meeting in Oakbrook, Illinois.

October 28, 2000 - presentation on “Revisions/Visions of the Future” at the 40 years of Baccalaureate – MD Programs at the Annual American Association of Medical Colleges meeting in Chicago, Illinois.

August 21, 2000 – presentation on “Processes and Practices of Managed Care.” This was co-sponsored by Facultad de Medicina Universidad de Chile and Asociacion Chilena De Seguridad in Santiago, Chile.

June 15, 2000 - presentation on "Relationship Management: Marketing to Physicians and Medical Groups in the Age of Managed Care," for The Medical Marketing Association Annual Meeting, Scottsdale, Arizona.

June 10, 2000 – presentation on “Managed Care Risk” for Merck Pharmaceuticals at the John Hancock Center, Chicago, Illinois.

February 10, 2000 - presentation on "Relationship Management: Marketing to Physicians and Medical Groups in the Age of Managed Care" for TAKEDA Pharmaceutical company, Lincolnshire, Illinois.

September 23, 1999 - Presentation on understanding financial statements and cost at Provena Mercy Center in Aurora, Illinois.

September 9, 1999 - presentation on "Getting a Grip on the Value of Pharmaceuticals - Patient Care Needs," sponsored by the Midwest Business Group on Health, Chicago, Illinois.

September 8 and September 30, 1999 - Presentation on "Managed Care Principles and Practice" for Aetna Health Plans in Hartford, Connecticut.

July 11 and July 12, 1999 - "Strategy Framework" and "Quality Improvement" lectures (sponsored by ISALUD Foundation through a grant from the Argentine Ministry of Health from World Bank Loan) in Buenos Aires, Argentina.

June 18, 1999 - presentation on "Financial Management and Decision-Making" for the 1999 Annual American Medical Association Organized Medical Staff Section Assembly Meeting Education Program in Chicago, Illinois.

March 13, 1999 – presentation on managed care for the Illinois State Medical Society, Chicago, Illinois.

November 6, 1998 - presentation on "Managed Care: The Processes and Practices of Managing Patients, Care and Costs" for Case Western University, Cleveland, Ohio.

August 11, 1998 - participant in panel session on "The Framework for Total Health - Current Perspectives" and also moderator of the session - "Debating Framework: Stakeholder Accountability - Do Doctors Care?" for *Total Health - Make It Your Business* Conference for the Midwest Business Group on Health, Chicago, Illinois.

November 10, 1994 - "Measuring Quality and Performance in PHO's" at the American Board of Quality Assurance and Utilization Review Physicians Annual Meeting in New Orleans, Louisiana.

November 4, 1994 - "The Future of Pathology Practice in the United States" at the College of American Pathologists conference in Dallas, Texas.

October 21, 1994 - "The Future of the Chicago Managed Care Market" at the Annual Illinois Hospital Association - ACHE joint meeting, Chicago, Illinois.

October 3, 1994 - "Keys to Successful Physician Capitation Arrangements" at Managed Care Forum of the American Medical Association, Rosemont, Illinois.

October 3, 1994 - Spoke on "Contracting with Managed Care Organizations for Primary Care Physicians and Specialists" at Columbus Hospital, Chicago, Illinois.

September 20, 1994 - "The Impact of Integrated and Affiliated Delivery Systems on Employer-Purchasers" at Midwest Business Group on Health Conference, Rosemont, Illinois.

September 13, 1994 - "Physician Negotiation with Managed Care Entities" at the Annual Healthcare Conference, Illinois CPA Society & Foundation, Chicago, Illinois.

July 20, 1994 - "Medical Office Information Systems" at Premier Health Alliance Chief Information Officer retreat, Chicago, Illinois.

June 15, 1994 - "Current Trends in Managed Care" for the staff of Doctors Hospital, Springfield, Illinois.

May 14, 1994 - "Changes in the Organization, Financing, and Delivery of Health Care" at Northwestern University Medical School Faculty Retreat, Chicago, Illinois.

May 6, 1994 - "Current Managed Care Trends and Their Implications for Pathologists" at the College of American Pathologists Leadership Program, Chicago, Illinois.

May 4, 1994 - "Current Managed Care Trends and Contracting Issues," presented to physicians from Hinsdale Hospital, Hinsdale, IL.

April 13-14, 1994 - moderated "CEO Forum" at the National Managed Healthcare Conference, Washington, DC.

October 9-17, 1993 - Delivered two Lectures on Managed Care Trends in the United States and participated in panel discussions at the Fourth International Medical Economics Conference in Buenos Aires, Argentina.

October 2, 1993 - "Structure and Key Contracting Requirements for Managed Care Organizations" at the joint session of the American Academy of Otolaryngology and Association of Otolaryngology Administrators, Minneapolis, Minnesota.

September 30, 1993 - moderated panel discussion, "How Will Health Care Reform Work?" at the 1993 Annual Health Care Conference, Illinois CPA Foundation, Chicago, Illinois.

July 30, 1993 - "Current Managed Care Trends and Their Implications for Pathologists" at the College of American Pathologists Leadership Program, Chicago, Illinois.

May 21, 1993 - "Current Managed Care Trends and Their Implications for Pathologists" at the College of American Pathologists Leadership Program, Chicago, Illinois.

May 6, 1993 - Lead keynote speaker discussing trends in managed care at the annual meeting of the Illinois Association of HMOs, Oak Brook, Illinois.
April 22, 1993 - "Current Trends in Managed Care," Columbus Hospital, Chicago, Illinois.

January 13, 1993 - "What Managed Care Plans Want from General Internists and Contracting Issues" at the Section of General Internal Medicine, Evanston Hospital, Evanston, Illinois.

April 14, 1992 - presented an information session on general trends in managed care to the physician leadership group at Alexian Bros. Medical Center, Elk Grove Village, Illinois.

January 8, 1992 and November 14, 1991 - "Comparing and Contrasting Academic Medical Practices with Community Medical Practices" at management retreats for Northwestern Memorial Hospital, Evanston, Illinois.

October 2, 1991 - "The Health Care System: Who Needs It? Who Gets It? Who Pays?" for "Leadership, Illinois," a group of leading women executives in the State of Illinois, Chicago, Illinois.

July 10 - July 12, 1991 - "Integrating Total Quality Improvement (TQI) in the Health Services Management Curriculum" at Association of University Programs in Healthcare Administration (AUPHA) Meeting - Nashville, Tennessee.

June 25, 1991 - "Managed Care in the Nineties" at Horizon Healthcare, Inc., Milwaukee, Wisconsin.

April 22, 1991 - "Intercampus Opportunities for Teaching Total Quality Management" at the American Assembly of Collegiate Schools of Business Annual Meeting, St. Louis, Missouri.

April 2, 1991 - "Trends in the Health Care Field and How They Affect Medical Groups" at the Annual Meeting of the Illinois Medical Group Management Association, Oak Brook, Illinois.

March 24, 1991 - moderated the session on "Quality Management" at the AUPHA Annual Meeting, Washington, D.C.

March 22, 1991 - "Alumni Relations in Programs Based in Business Schools" at the AUPHA Annual Meeting, Washington, DC.

December 6, 1990 - "Corporations Purchasing Health Care Services" at the Chicago Corporate Medical Directors Organization Meeting in Chicago, Illinois.

October 25, 1990 - "The Realities of the Healthcare Environment and Hospital/Physician Relations/Strategies for Success" at the Annual Little Company of Mary Hospital Joint Board Retreat, Chicago, Illinois.

October 11, 1990 - "Emerging Role of the Nurse Executive: Educational Opportunities" at the Annual Meeting of the Illinois Organization of Nurse Executives, Bloomingdale, Illinois.

July 30 - August 2, 1990 - "Current Strategies in Cost Containment;" "Current Trends in Health Maintenance Organizations;" and "The Impact of High Technology on the Cost of Medical Care" at the Second Annual International Health Care Economics Symposium, Buenos Aires, Argentina.

October 4, 1989 - moderator and speaker on the topics of cost containment, quality assessment and the value of health care services at the Blue Cross/Blue Shield of Illinois/Crain's Chicago Business Annual Health Care Seminar, Chicago, Illinois.

September 27, 1989 - panel moderator and speaker on the topic of "Perspective of CFO's" at the Healthcare Financial Management Association Seminar on career choices for CFO's, Oak Brook, Illinois.

August 23 - 24, 1989 - "Quality Assessment;" "The Impact of Technology on the Costs of Medical Care;" and "General Business Practices Applied to the Health Care Field" at the First International Health Care Economics Symposium, Buenos Aires, Argentina.

June 28, 1988 - "The Illinois Marketplace - What's Driving It? Lessons for the Future" at the annual National Meeting of the Group Health Association of America, Chicago, Illinois.
1988 - "The Role of Physicians in Health Care Systems" at the American Hospital Association Invitational Conference, Chicago, Illinois (with S. Shortell).

1985 - "HMO's and Home Health Agencies - Market Strategies" at the Annual Meeting of the American Federation of Home Health Agencies, San Antonio, Texas.

1982 - "Reimbursement for Psychiatric Services" at invitational conference, St. Luke's Medical Center, Phoenix, Arizona.

1980 - Co-chairman, American College of Physicians, Northern Illinois Associates meeting.

1979 - "Meningococcal Pericarditis" at the American College of Physicians Annual Regional Meeting, Chicago, Illinois.

1973 - "Prepaid Medical Care, An Alternative Funding and Delivery System" at the invitational conference: "Toward the Future of Health and Whole Man," Honolulu, Hawaii.

PROFESSIONAL COMMITTEE APPOINTMENTS

Member, Higher Education and Research Committee, American College of Healthcare Executives: 2010-present

Member, Northwestern University Faculty Senate Committee on Benefits: 2007- 2011

Member, Standards Council, Commission on Accreditation of Healthcare Management Education (CAHME): 2005 - 2010

Member, Regent's Advisory Council (American College of Healthcare Executives): 2000 to present

Board Member, Foundation for Health Enhancement: 2000 to present

Board Member, Pediatric Faculty Foundation, Inc., Children's Memorial Hospital: 2000 to 2005

Member, MGMA/ACMPE: 2002 Honors Nominating Committee

Chairman, Quality Review Committee, Alexian Brothers Medical Center: 2000 - 2002

Advisor and moderator, Novartis Managed Healthcare Fellowship for Advanced Physician Organizations: 2000 and 2001

Member, Measures Council, Foundation for Accountability (FACCT): 1997 - 2000

Board Member, Academy for Healthcare Quality, Joint Commission on Accreditation of Healthcare Organizations: 1997-1999.

Faculty co-coordinator, Merck North Central Advisory Board: 1997 – 2000.

Consultant, Task Force on Managed Care, American Society of Clinical Pathologists: 1997.

Member, Advisory Board, American Standard Medical Systems, Inc., Piscataway, New Jersey: 1996-2000.

Member, Board of Directors, the Network for Healthcare Management, Pleasanton, California: 1996 - present.

Member, Pharmacy and Therapeutics Committee - FHP Health Care, Illinois Plan: 1996 - 1997.

Member, Subacute Credentialing Advisory Council, American College of Health Care Administrators: 1996 -1997.

Member, Board of Trustees, Alexian Brothers Medical Center, Elk Grove Village, Illinois: 1995 – 2002.

Member of Board, Brown University Medical Alumni Association: 1994 -2000.

Vice Chair, AUPHA Quality Improvement Task Force: 1990 - 1993.

Council on Medical Staff Affairs, Illinois Hospital Association: member 1990; chair 1991 - 1993.

Member, Joint Ad-Hoc Committee, ACHE/AUPHA on Guidelines for Visiting Faculty Program: 1990.

Accrediting Commission on Education for Health Services Administration - Program Site Reviewer: 1989 - Present.

EDITORIAL POSITIONS

Co-editor with B. Dornblazer for the special issue on "Quality Improvement in Health Management Education," the Journal of Health Administration Education 13 :(1) Winter, 1995.

Editorial Board, Journal of Ambulatory Care Marketing, 1986 - 1990.

OTHER INFORMATION

Member, Board of Directors, Novadaq Technologies, Inc., 2010-present

Member, Advisory Board for Arthur Andersen, LLP Central Region Healthcare Business Consulting Practice, 1997 - 2001.

Marketing Consultant, Searle Pharmaceuticals, Inc., 1985 - 1989.

Consultant, Blue Shield of Puerto Rico, 1994.

Diplomate, American Board of Internal Medicine, 1980.

Diplomate, National Board of Medical Examiners, 1978.

Licensed to practice medicine, State of Illinois, 1978 - present.

ORGANIZATIONS

American College of HealthCare Executives
American College of Physicians (Fellow)
American College of Physician Executives
American Hospital Association
American Medical Association
American Society of Internal Medicine
Association for Health Services Research
Chicago Medical Society/Illinois State Medical Society
Medical Group Management Association

HOSPITAL AFFILIATIONS

Evanston Hospital of NorthShore University HealthSystem (Formerly Evanston Northwestern Healthcare), Evanston, Illinois (Emeritus)

Skokie Hospital of NorthShore University HealthSystem (Formerly Rush North Shore Medical Center), Skokie, Illinois (Emeritus)